

### ROUTING AND RECORD SHEET

**SUBJECT:** (Optional)

Draft Remarks for DCI for the 20 July SIS Promotion Ceremony

STAT  
STAT

**FROM:**

[Redacted]

C/SIS/OP

**EXTENSION**

**NO.**

**DATE**

2 July 1987

STAT  
STAT

**TO:** (Officer designation, room number, and building)

**DATE**

**OFFICER'S INITIALS**

**COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

[Redacted]

DD/PAO

1016 Ames Bldg.

Eileen:

Attached are draft remarks for use by DCI at the 20 July 1987 SIS Promotion Ceremony. Mr. Baker suggested I send them directly to you for review. Also attached FYI are copies of the remarks made at the last two SIS promotion ceremonies.

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*-- DO/PAO  
D/PAO*

SUGGESTED REMARKS FOR USE BY THE DCI AT THE SIS PROMOTION

20 JULY 1987

GOOD AFTERNOON AND WELCOME TO THE JULY 1987 SENIOR INTELLIGENCE SERVICE PROMOTION CEREMONY. I AM PARTICULARLY PLEASED TO BE ABLE TO WELCOME THE FAMILY MEMBERS OF EMPLOYEES WHO ARE BEING PROMOTED TODAY. INDIVIDUAL HONORS OF THIS TYPE MEAN SO MUCH MORE WHEN THEY CAN BE SHARED WITH LOVED ONES.

IT IS A GREAT PLEASURE FOR ME TO BE ABLE TO TAKE PART IN THIS CEREMONY, BOTH SO THAT I CAN PUBLICLY RECOGNIZE THOSE OFFICERS WHO HAVE EARNED ENTRY INTO THE SIS RANKS AND THOSE WHO HAVE ADVANCED WITHIN THE SIS, AND SO THAT I CAN MEET MORE OF THE MEMBERS OF THE SENIOR INTELLIGENCE SERVICE. IN THE SHORT TIME THAT I HAVE BEEN WITH THE AGENCY, I HAVE BEEN IMPRESSED WITH THE SCOPE AND BREADTH OF ITS ACTIVITIES AND ACCOMPLISHMENTS, ACCOMPLISHMENTS OF WHICH ITS LEADERSHIP IS JUSTIFIABLY PROUD. TO CARRY OUT THE MANY MISSIONS REQUIRED TO PROTECT OUR COUNTRY, THE AGENCY NEEDS MEN AND WOMEN OF DEDICATION AND VISION WHO UNDERSTAND WHAT IT IS THAT THEY STAND FOR AND WHO ARE WILLING TO MAKE EVERY EFFORT IN ORDER TO FULFILL THEIR RESPONSIBILITIES. I SEE BEFORE ME TODAY SUCH MEN AND WOMEN AND I AM PROUD TO BE ABLE TO GIVE TO THEM SOME OF THE RECOGNITION THEY DESERVE.

BEFORE GOING FURTHER, I WOULD LIKE TO SAY A SPECIAL WORD OF THANKS AND ACKNOWLEDGMENT OF A JOB WELL DONE TO BOB GATES FOR ALL HIS WORK AND DEDICATION AS ACTING DIRECTOR OF CENTRAL INTELLIGENCE DURING THE INTERREGNUM BETWEEN THE ONSET OF THE LATE MR. CASEY'S ILLNESS AND MY APPOINTMENT. KNOWING WHAT I NOW KNOW, I CAN WELL UNDERSTAND THE EXTRA BURDENS AND CONCERNS WHICH BOB HAD TO DEAL WITH IN ADDITION TO DIRECTING ONGOING AGENCY ACTIVITIES AND PLANNING FOR THE FUTURE. BOB GATES IS A MODERN INTELLIGENCE PROFESSIONAL WHOM I AM PROUD AND PLEASED TO HAVE AS MY DEPUTY. I LOOK FORWARD TO CONTINUING TO WORK WITH HIM IN THE YEARS AHEAD.

DRAFT

WHILE THE AGENCY HAS EXPERIENCED CONSIDERABLE CHANGE AND CONTINUED NOTORIETY OVER THE PAST SIX MONTHS OR SO, LET ME ASSURE YOU THAT SOME THINGS HAVE NOT CHANGED. THE NEED FOR OUR INTELLIGENCE PRODUCT IS STRONGER THAN EVER AND THE NEED FOR OUR SPECIAL CAPABILITIES IS UNABATED. ANYONE WITH HALF AN EYE ON THE PRESS REPORTS OR HALF AN EAR TUNED TO THE RADIO OR TELEVISION WOULD IMMEDIATELY ASSUME THIS TO BE A REFERENCE TO THE MIDDLE EAST, LEBANON, IRAN OR THE STRAITS OF HORMUZ. SUCH AN ASSUMPTION WOULD BE CORRECT, OF COURSE, BUT IT WOULD NOT NEARLY COVER THE RANGE OF OUR RESPONSIBILITIES, OR OUR CAPABILITIES. FOR EXAMPLE, WORK ON THE REDUCTION OF NUCLEAR ARMS IN EUROPE, AND EVEN THE POSSIBILITY OF THE REDUCTION OF CONVENTIONAL FORCES, IS CONTINUING IN EARNEST AT THE GENEVA TALKS. UNITED STATES NEGOTIATORS AT THE ARMS TALKS RELY HEAVILY ON AGENCY SUPPORT, TRUSTING IN OUR CAPACITY TO SEARCH OUT HARD FACTS AND TO BE SATISFIED WITH NOTHING LESS. THEY KNOW THAT OUR ANALYSTS ARE NOT LOATH TO SAY, "WE DON'T KNOW", RATHER THAN ADVANCE A CONCLUSION THAT MAY BE MISLEADING OR ERRONEOUS. AND IF AND WHEN AN AGREEMENT IS REACHED, YOU CAN DEPEND UPON IT THAT THIS AGENCY WILL BEAR MOST OF THE RESPONSIBILITY FOR MONITORING COMPLIANCE. I WOULD HAVE IT NO OTHER WAY SINCE IT IS OUR AGENCY'S FIRST MISSION TO GUARD OUR NATION AND ITS ALLIES AGAINST SURPRISE ATTACK.

ANOTHER THING THAT HAS NOT CHANGED IS THE COMPLEX OF THREATS AROUND THE WORLD WHICH PUT OUR COUNTRY AND ITS CITIZENS IN JEOPARDY. DESPITE WHAT MAY OCCUPY THE MEDIA'S ATTENTION FROM TIME TO TIME, THESE DANGERS ARE A CONTINUING CHALLENGE TO OUR RESOLVE AND A CONTINUING TEST OF OUR PROFESSIONAL INTELLIGENCE ABILITIES. IN THE MONTHS AHEAD, WE MUST BE CAREFUL NOT TO ALLOW OUR ATTENTION TO BE DEFLECTED FROM OUR REAL WORK OF KEEPING OUR LEADERS FULLY INFORMED ON MATTERS AFFECTING NATIONAL SECURITY.

## DRAFT

AS LEADERS AND MANAGERS OF THIS AGENCY, YOU HAVE ALL MET MANY CRISES AND TACKLED MANY DIFFICULT INTELLIGENCE PROBLEMS. THIS IS A BUSINESS WHERE WE HAVE TO BE PRO-ACTIVE, WHERE WE HAVE TO BE CONTINUALLY IN SEARCH OF NEW WAYS TO COLLECT AND PROCESS DATA, WHERE THE PHRASE "THAT'S THE WAY WE DID IT LAST TIME", IS NOT ONLY NOT GOOD ENOUGH BUT CAN BE DOWNRIGHT DANGEROUS. YOU HAVE ALL SHOWN YOUR FLEXIBILITY AND INGENUITY ON THE 'BUSINESS' SIDE OF CIA AND NOW, DURING THE NEXT COUPLE OF MONTHS, I WANT TO ASK YOU TO APPLY THAT SAME ACUMEN, THAT SAME GOOD JUDGMENT TO THE ADMINISTRATIVE SIDE OF CIA. I AM REFERRING TO THE PROPOSAL RECENTLY PUBLISHED BY THE HUMAN RESOURCE MODERNIZATION AND COMPENSATION TASK FORCE. THIS PROPOSAL CONTAINS MANY GOOD IDEAS FOR CHANGES IN OUR PERSONNEL ADMINISTRATION SYSTEM WHICH ARE NEEDED TO MEET CURRENT REQUIREMENTS AND TO MEET THE CHANGING DEMOGRAPHICS OF THE U.S. WORK FORCE BOTH NOW AND INTO THE NEXT DECADE. YOUR HELP IS NEEDED HERE TO REFINE, TO PICK AND CHOOSE, TO CONSTRUCTIVELY CRITICIZE THE PROPOSAL PUT FORWARD BY THE TASK FORCE. IN THIS WAY, BY COMBINING THE TREMENDOUS EFFORT MADE BY THE TASK FORCE WITH THE INSTITUTIONAL WISDOM OF AGENCY MANAGERS, I AM SURE THAT THE FINAL DIRECTION IN WHICH WE CHOOSE TO GO WILL BE THE BEST POSSIBLE CHOICE FOR THE AGENCY. I LOOK FORWARD TO SEEING YOUR COMMENTS ON THE PROPOSAL, YOUR SUGGESTIONS FOR REVISION, AND YOUR SUPPORT IN IMPLEMENTING WHATEVER CHANGES WE FINALLY DECIDE TO MAKE. OUR FOREMOST CONCERN IN ANY ENDEAVOR MUST BE THE CONTINUED STRENGTH AND DYNAMISM OF THE AGENCY.

OF THE MANY THINGS I'VE READ AND REVIEWED DURING THE PAST COUPLE OF MONTHS, I HAVE FOUND ONE DOCUMENT IN PARTICULAR TO BE IMPRESSIVE AND INSPIRATIONAL. THAT DOCUMENT IS THE "CENTRAL INTELLIGENCE AGENCY CREDO". I THINK THAT THIS 'CREDO' DEFINES AND CHARACTERIZES THE AGENCY AND IT ALSO

DRAFT

OUTLINES AN IDEAL WHOSE REALIZATION WE SHOULD ALL CONTINUALLY STRIVE TO MEET. I THINK THAT EVERY ORGANIZATION SHOULD HAVE A WRITTEN SET OF BELIEFS AND I THINK THAT YOUR 'CREDO' DOES AN ADMIRABLE JOB OF EXPLICATING WHAT THE AGENCY IS AND WHAT IT DOES.

LET UP NOW PROCEED WITH THE PRESENTATION OF THE PROMOTION CERTIFICATES.